PLEASE NOTE VENUE

PERFORMANCE PORTFOLIO

DECISION SCHEDULE

Friday 14th December 2007

at 3.00 pm

**in the Red Room, Avondale Centre,
Dyke House, Hartlepool
(Raby Road entrance)**

Councillor Hargreaves, Cabinet Member responsible for Performance will consider the following items.

1. **KEY DECISIONS**
   No items

2. **OTHER ITEMS REQUIRING DECISION**
   2.1   Chief Executive's Departmental Plan 2007/08 – 2nd Quarter Monitoring Report – *Assistant Chief Executive and Chief Personnel Services Oficer*

3. **ITEMS FOR INFORMATION**
   3.1   Workforce Development and Workforce Planning 2007/8 – 6 Month Progress Report 1st April-30th September 2007 – *Chief Personnel Officer*

4. **REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**
   No items

PERFORMANCE PORTFOLIO
Report to Portfolio Holder
14th December 2007

Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2007/08 – 2ND QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Chief Executive's Departmental Plan 2007/08 in the second quarter of the year.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Chief Executive's Departmental Plan 2007/08 and the second quarter outturns of key performance indicators.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for performance management issues.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Portfolio Holder meeting 14th December 2007.

6. DECISION REQUIRED

The Portfolio Holder is asked to:-
- Agree the proposed revision to the completion date as detailed in Table 3
- Note the achievement of key actions and second quarter outturns of performance indicators

Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2007/08 – 2ND QUARTER MONITORING REPORT

PURPOSE OF REPORT

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2007/08 and the progress of key performance indicators for the period up to 30 September 2007.
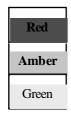
BACKGROUND

2. The Performance Management Portfolio Holder agreed the Chief Executive's Departmental Plan in June 2007.

3. The Chief Executives Department is split into four divisions, with Corporate Strategy and Human Resources reporting to the Performance Portfolio Holder. Issues relating to the Finance and Legal Services Divisions are reported separately to the Finance and Efficiency Portfolio Holder.

4. The Chief Executive's Departmental Plan 2007/08 sets out the key tasks and issues within an Action Plan to shows what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development Improvement Priorities as laid out in the 2007/08 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.

5. The Council recently introduced an electronic Performance Management Database for collecting and analysing corporate performance. In 2007/08 the database will collect performance information detailed in the Corporate Plan and the five Departmental Plans.

6. Each Division has also produced a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in

the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identifies in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT.

SECOND QUARTER PERFORMANCE

7. This section looks in detail at how the Corporate Strategy Division and Human Resources Division have performed in relation to the key actions and performance indicators that were included in the Chief Executives Departmental Plan 2007/08.

8. On a quarterly basis officers from across the department are asked, via the Performance Management database, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator.

9. Officers are asked to provide a short commentary explaining progress made to date, and asked to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the Departmental Plan. The traffic light system is: -

Red	- Action/PI not expected to meet target
Amber	- Action/PI expected to be meet target
Green	- Action/PI target achieved

10. Within the Corporate Strategy and Human Resources Divisions there were a total of 144 actions and 23 Performance Indicators identified in the 2007/08 Departmental Plan. Table 1, below, summarises the progress made, to the 30 September 2007, towards achieving these actions and PIs.

Table1 – Corporate Strategy/Human Resources progress summary

	Corporate Strategy		Human Resources	
	Actions	**PIs**	**Actions**	**PIs**
Green	27	0	17	0
Amber	47	5	47	3
Red	0	1	5	0
Annual	n/a	0	1	14
Total	74	6	70	17

11. A total of 44 actions (31%) have already been completed, and a further 94 (65%) are on target to be completed by the target date. A total of 5 actions (3%) have been assessed as not being on target and more information can be found in the relevant sections below.

12. It can also be seen that of the 23 Performance Indicators included in the plan, 14 of them can only be collected, and reported, on an annual basis. Of the remaining 9 indicators, 8 all have been assessed as being on target. However one indicator (LP1 CE9) has been assessed as not meeting its target, details of which are outlined below.

Corporate Strategy Division

13. The Plan contained 74 actions that were the responsibility of the Corporate Strategy Division. At the end of the second quarter a total of 27 had been completed (36%), and a further 47 (64%) were assessed as being on target to be completed by the target date.

14. The Plan also contained 6 Performance Indicators that were the responsibility of the Corporate Strategy Division. Five of these have been assessed as being on target. However, 1 PI has been assessed as not expected to achieve target. Table 2 below details this PI, together with a comment explaining why this has not been met.

Table2:

Ref	PI	Current target	Outturn	Comment
LP1 CE9	PIs amended as a result of external audit	0	2	2 Pis have been identified as needing amending. BV39 was due to incorrect calculation being used. HIP indicator down to interpretation of data between Housing and Finance. Discussions have been held to ensure correct interpretation for future calcs.

15. Within the second quarter of 2007/08 the Corporate Strategy Division completed a number of actions, including: -

- The Overview and Scrutiny leaflet 'an introductory guide' has been revised.
- A final decision was made in respect of a new Performance Management Database.

Human Resources Division

16. The Plan contained 70 actions that were the responsibility of the Human Resources Division. As at 30 September a total of 17 (24%) had been completed, and a further 47 (67%) were on target to be

completed by the target date stated in the plan. However, 5 actions (7%) have been assessed as not being on target to be complete by the due date. Table 3 below details of these actions, together with a comment explaining why the deadline has not been met.

Table3: Human Resources Actions not completed on target/not on target

Ref	Action	Date to be Completed	Comment
Objective: Develop links with partner organisations including voluntary and community sector			
CED219	Implement Contact Centre Partnership Working Action Plan	Sep 07	Work delayed until existing services embedded. It is proposed to postpone this action until 2008/09.
Objective: Implement plans to continually Improve What We Do			
CED260	Achieve Corporate liP Status	July 08	Original completion date was 31 March 2008, but has been revised to July 2008 in light of other corporate projects such as the revised appraisal scheme and further IIP Internal reviewer training for example which need to be completed before this and which will impact on IIP assessment process
Objective: Implement plans to Promote Healthy Working			
CED 267	Improve Health and Safety Arrangements	Mar 08	New Occupational Health Provider in place. "Needs analysis exercise" complete for health surveillance bespoke to HBC and legislative requirements. Heirachy of needs and health programme in place. Documentation amended. OH provides weekly reports and stats.
Objective: Implement Revised Pay and Grading Structure			
CED 276	Communicate Pay and Grading Structure to Workforce and Managers	Sept 07	The revised Pay & Grading structure and the associated Single Status conditions of service are not yet agreed. However employees continue to receive regular communication, via Question & Answer sheets and articles in Newsline, Management Matters etc.
Objective: Implement revised Single Status Conditions of Service			
CED 280	Communicate Conditions of Service arrangements to Workforce and Managers	Jun 07	The revised Pay & Grading structure and the associated Single Status conditions of service are not yet agreed. However employees continue to receive regular communication, via Question & Answer sheets and articles in

Ref	Action	Date to be Completed	Comment
			Newsline, Management Matters etc.

17. The Plan also contained 17 Performance Indicators that were the responsibility of the Human Resources Division. 14 of these indicators are collected on an annual basis and therefore there is no update available at this time. Of the remaining three indicators, all have been assessed as being on target.

18.

19. Within the first quarter of 2007/08 the Human Resources Division completed a number of actions, including: -

- The 2006/07 INRA assessments for the HR Division have been completed.
- A workforce skills audit process has been developed.

Recommendations

20. It is recommended that Portfolio Holder: -

- Agree the proposed revision to the completion dates as detailed in Table 3

- Notes the achievement of key actions and second quarter outturns of performance indicators

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PERFORMANCE PORTFOLIO Report to Portfolio Holder 14 December 2007

HARTLEPOOL
BOROUGH COUNCIL

Report of: Chief Personnel Officer

Subject: WORKFORCE DEVELOPMENT & WORKFORCE
PLANNING 2007/8 - 6 MONTH PROGRESS REPORT 1ST
APRIL – 30TH SEPTEMBER 2007

SUMMARY

1.   PURPOSE OF REPORT

To advise the Portfolio Holder of the progress made and planned future actions in respect of the Workforce Development and Workforce Planning corporate activities during the period 1st April to 30 September 2007.

2.   SUMMARY OF CONTENTS

The report provides details of progress made and planned future actions in respect of the Workforce Development and Workforce Planning corporate activities.

3.   RELEVANCE TO PORTFOLIO MEMBER

Corporate issues.

4.   TYPE OF DECISION

Non-key decision.

5.   DECISION MAKING ROUTE

Portfolio Holder only.

6.   DECISION(S) REQUIRED

Noting of the report.

Report of: Chief Personnel Officer

Subject: WORKFORCE DEVELOPMENT & WORKFORCE
PLANNING 2007/8 - 6-MONTH PROGRESS REPORT 1ST
APRIL – 30TH SEPTEMBER 2007

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1.   PURPOSE OF REPORT

To advise the Portfolio Holder of the progress made and planned future actions in respect of the Workforce Development and Workforce Planning corporate activities during the period 1st April to 30 September 2007.

2.   BACKGROUND

2.1   In 2005, the Office of the Deputy Prime Minister, the Employers Organisation and the Local Government Association produced the Local Government Pay and Workforce Strategy—"Transforming the Organisation, Improving Performance". The main objective of this strategy is to:

"*Ensure that local government has the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services*"

2.2   The Local Government Pay and Workforce Strategy identifies five priorities for local authorities:

- Organisational Development
- Leadership
- Developing the Skills and Capability of Staff
- Resourcing, Recruitment and Retention
- Pay and Rewards

2.3   Hartlepool Borough Council responded to this by producing a Workforce Development Plan in 2005 and significant progress was made against the key actions. However, this document has since been superseded with the introduction of the Workforce Development Strategy 2007-2012 in April this year. This new strategy encompasses all employees at all levels, and includes the development of Elected Members. A new Local Government Workforce Strategy is expected in late 2007 and the HBC strategy will be reviewed and updated as required once this new document is published.

2.4   The Workforce Development Strategy has 4 key objectives, each with a number of

specific supporting actions. The 4 objectives are:

1. Develop & Promote Active, Visible and Effective Leadership
2. Continually Improve What We Do
3. Develop the Skills of the Workforce
4. Effectively Use Resources and Invest in the Future

3.   PROGRESS MADE WITHIN WORKFORCE DEVELOPMENT AND WORKFORCE PLANNING IN FIRST 6 MONTHS OF 2007/08

3.1   In a report to the Portfolio Holder in June 2007, the following actions were planned for the 2007/8 financial year in respect of workforce planning & workforce development and the following progress has been made:

➢ Objective 1 – Develop and Promote Active, Visible and Effective Leadership

Action	Progress at 30 September 2007
Introduction of a new competency framework across the authority	Developed and awaiting confirmation from Trade Union that they are happy with the content.
Undertake member training needs analysis	Funding secured from Regional Improvement Partnership for all Elected Members to have a PDP developed. 22 Participated.
Develop and deliver phase 3 of the Leadership & Management Development Programme	Developed and being delivered. A number of new sessions available to further develop the managers "Skill Toolbox".
Design and implement manager induction programme	E-learning authoring tool being explored as a cost effective way to deliver a managers induction in addition to the already established 1 day corporate induction which all new staff must attend.
Establish a "grow your own" management development programme using nationally accredited qualifications delivered in-house	Following the successful launch and delivery of the "Tomorrows Manager" programme in 2006/07 which delivers NVQ 2 & 3 in Management to aspiring Managers, the "Aspiring to Excellence" programme was designed and launched in September 2007 offering NVQ 4 & 5 in Management to develop existing managers.
Establish a coaching skills programme (subject to external funding being approved)	Funding secured from LSC. Coaching programme delivered by external company to be rolled out from Oct 2007– Feb 2008

	to 168 managers.

➤ Objective 2 – Continually Improve What We Do

Action	Progress at 30 September 2007
Explore and if possible achieve corporate Investors in People status within 2007-2008 and work to the IIP profile	Action plan developed and approved by CMT in August 2007. Corporate IIP working group established.
Introduce a new appraisal system linked to the competency framework	Draft scheme developed, currently in discussion with Trade Unions re implementation and training for staff.
More use of skills auditing across the workforce	Two skills audit projects established. One around Middle Manager competencies and the other focusing on customer service skills. Both audits cover a combined total in excess of 550 staff.
Establish an Investor in People corporate review group	Completed – group established.
Revise the Qualification Based Training policy and procedure	Completed and approved by CMT and Trade Unions. Rolled out across the authority from 1st Sept 2007.
Embed skills for life into all corporate programmes	Completed – all corporate programmes include a "skills check" as part of induction which are the skills for life tests.
Promote Union Learning representatives (ULR's) and ensure all are competent to NVQ 2 level in Information, Advice and Guidance	ULR's have access to the NVQ offered via the corporate training programme. Promoting ULR's through partnerships on specific projects.
Begin to develop formal career pathways as a way of retaining employees within local government	To be developed as part of the single status agreement and formal development schemes.
Scan external environment to ensure that external funding opportunities are maximised	Ongoing, strong links established with funding bodies ensures that all opportunities are maximised.

➢ Objective 3 – Develop the Skills of the Workforce

Action	Progress at 30 September 2007
Promote the "Hartlepool Commitment" – following Leitch report to ensure all our employees have the opportunity to achieve a first NVQ level 2 or equivalent	Ongoing – first NVQ level 2 project established in Neighbourhood Services.
Seek accreditation for corporate training programme	Most of the programmes offered now have accreditation or the opportunity to accredit depending upon the individual need of the delegates.
Develop a qualification auditing system across the workforce	Some information gathered as part of the two recent skills audits; however a corporate approach needs to be agreed.
Develop an annual corporate training plan and publicise	Complete – all development opportunities can be accessed via the intranet or via notice boards and email.

➢ Objective 4 – Effectively Use Resources and Invest in the Future

Action	Progress at 30 September 2007
Develop and Increase workforce planning skills amongst managers	First Workforce development conference held in April 2007 and attended by 58 managers. A Workforce Planning toolkit has been developed to assist managers with service planning and is available via the intranet. Specific module offered on workforce development to managers via the in-house Leadership & Management Development programme.
Develop a succession planning strategy	Initial ground work completed. This included surveys, gathering good practice from other authorities, key staff interviews and desk top research.
Use the "be the difference" brand to introduce a range of development programmes to suit different learning styles and preferences	Various options available including e-learning, toolkits, guides, formal training courses, accredited NVQ programmes, workshops and plans in place to offer master classes in specific areas.
Publicise the "Hartlepool Ladder" showing how qualifications will be linked to roles in the future	To be incorporated into job evaluation when designing job profiles.

Scan the environment to ensure information on skills shortages is kept up to date	ongoing – regular dialogue with outside bodies and information supplied from government departments.
Continue to offer work experience to school and FE student, publicise the Modern Apprenticeship scheme. Participate in the National Graduate Development Programme to try and attract young people into local government to help to address the inconsistencies with the workforce profile in relation to the local demographic profile.	Actively support the School work experience programme and college student placements in a variety of areas. Recruited in September form the National Graduate Development Programme for 1 National Management Trainee, yearly intake of Modern Apprentices.

4.   EXTERNAL FUNDING OPPORTUNITIES ACCESSED TO DATE IN 2007/2008

4.1   The council has been successful in fully utilising the funding opportunities to support Workforce Development in recent months. A number of projects have been launched using external funding to offset the costs usually associated with bespoke or qualification based training.

4.2   The table below shows the funding accessed

Programme	No. of staff	Amount of funding accessed to date
Tomorrow's Manager Programme		(Accessed via the Adult Education Service enabling the programme to run at a cost of £150 per person to the Authority)
NVQ 2 Team Leading (April 07)	10	£8,100
NVQ 3 Management (Sept 07)	17	£13,770
North East Excellent Manager Programme	10	£13,000 – fully funded by Improvement partnership
LMDP Coaching Programme	168	£10,850 secured from LSC
Modern Apprenticeships (started in 2007)		(Funding accessed by training provider to deliver the qualifications an MA entails as per LSC 2007/08 16-18 funding rates)
Business Administration*	10	£38,350
Joinery	1	£4,850
Civil Engineer*	1	£11,749
Accountancy	1	£4,325
* additional posts available awaiting		

recruitment		
Members PDPs (by external consultant)	22 Elected Members	£5000 approx secured from Regional Improvement Partnership
IDeA Project with Adult & Community Services	TBC	£70,000 secured from IDeA after the national recognition of the WFD Strategy launch.
Total		£179,994

5.   EMPLOYEE MONITORING 2006/07

5.1   During the first six months of 2007/08 a total of 85 courses were delivered varying from short 1 hour updates to 5 days in length. A total of 880 monitoring forms were returned, however the number of employees accessing training is higher than this number.

5.2   880 employees who provided monitoring information declared their ethnicity on training monitoring forms received corporate training in the period 1 April 2007 to 30 September 2007. Details of their ethnic background are detailed in Table 1.

Table 1

	Employees from White Backgrounds	Employees from Minority Ethnic Backgrounds
%age (no) of employees receiving corporate training	97.2%	2.8%
%age (no) of workforce (excluding school employees)	99.2%	0.8%

5.3   The results of the analysis show, that in terms of ethnicity, the percentage of employees (whilst small) from minority ethnic backgrounds in the workforce, who are accessing corporate training is higher than the workforce profile.

5.4   880 employees who provided monitoring information declared their disability on training monitoring forms received corporate training in the period 1 April 2007 to 30 September 2007. Details of their disability are detailed in Table 2.

Table 2

	Employees with no declared disability	Employees with a declared disability
%age (no) of employees receiving corporate training	98%	2%
%age (no) of workforce (excluding school employees)	94.51%	5.49%

5.5 The results of the analysis show, that in terms of disability, the percentages of those employees accessing training, are lower than the workforce profile. The action to be taken includes assessing the venues used to deliver training and the facilities available in line with the HBC access strategy, once published in 2008.

5.6 880 employees who provided monitoring information declared their gender on training monitoring forms received corporate training in the period 1 April 2007 to 30 September 2007. Details of the results are detailed in Table 3.

Table 3

	Male Employees	Female Employees
%age (no) of employees receiving corporate training	38.1%	61.9%
%age (no) of workforce (excluding school employees)	30.5%	69.4%

5.7 The results of the analysis show, that in terms of gender, the percentages of those employees accessing training, are predominantly female however this is reflective of the workforce profile.

5.8 880 employees declared their age on training monitoring forms received corporate training in the period 1 April 2007 to 30 September 2007. Details of the age profile are detailed in Table 4.

Table 4

	Aged 16-24	Aged 25-34	Aged 35-44	Aged 45-54	Aged 55-65+
%age (no.) of employees receiving training	10.1%	12.4%	32.5%	34.3%	7.9%
%age (no) of workforce (excluding school employees)	6.3%	13.6%	30.4%	31.5%	18.2%

5.9 The results of the analysis show, that in terms of age profile, the percentages of those employees accessing training are not too different from the workforce profile, with the exception of those aged 55 and over who do not seem to be engaging fully with the development opportunities offered. A number of new programmes and modules are being developed for 2007/08, this will be monitored to measure impact.

5.10 880 employees declared their employment type on training monitoring forms received corporate training in the period 1 April 2007 to 30 September 2007. Details of employment type are detailed in Table 5.

Table 5

	Full Time	Part Time	Not declared
%age (no.) of employees receiving training	89.9%	7.3%	2.8%
%age (no) of workforce (excluding school employees)	55.8%	44.2%	-

5.11 The results of the analysis show, that in terms of employment type, the percentages of those employees accessing training those part-time employees tend not to access the corporate training programme. There could be a number of reasons for this, and

over the coming months an investigation into the reasons why needs to be undertaken.

6.   RECOMMENDATION

6.1   That the portfolio holder notes the report.

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